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DCI/IC 73-0946

22 August 1973

MEMORANDUM FOR THE RECORD

SUBJECT: Meeting with A. W. Marshall, NSC Staff

In response to expressed interest by Andy Marshall on the subject of the R&D Council, I met with him on 21 August in his office. The purpose of the meeting was to review the need for an R&D Council and provide him the opportunity to view the draft Terms of Reference as presently written. (Note: The present version (attached) differs from the text considered by IRAC. It incorporates the opinions expressed by the IRAC members and subsequent guidance provided by [ ] General Allen, [ ]

Mr. Marshall supports the need for an R&D Council. His primary interest is one of ensuring that the soft sciences will be adequately represented in Council deliberations. He observed that the Council membership as proposed reflects hardware oriented thinking, which by the very nature of the members' backgrounds and the organizations that they represent, might preclude the soft sciences receiving the attention they merit.

His concern is long-standing, and although we discussed the pros and cons at some length, in the end, we both agreed that it would be impractical to sponsor "Think Tank" or unilateral university professor membership on the Council for a multitude of cultural and security reasons. We did not rule out the participation of key scientists in ad hoc working groups or special study efforts on a selected basis.

As I mentioned above, Mr. Marshall's point is well taken, and reflects his concern that a serious gap now exists in the national intelligence programs with respect to R&D on intelligence analysis. I can confirm that the intelligence community now devotes practically no R&D resources to the development of new methods of analysis. I mentioned my work with DIA over the past few weeks to

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develop an R&D category in the GDIP that will reflect resources allocated to this problem area. I promised to keep him advised on my progress.

Mr. Marshall believes that leadership in this technical area must come from the DCI. He has been working fairly closely with Dr. Lukasik, DARPA, to develop an R&D program within DARPA that directs itself to the improvement of intelligence analysis. He has been assured of Mr. Schlesinger's willingness to have the intelligence community eventually assume financial support for such an R&D program and plans to discuss this matter with Mr. Colby at some future date.

Returning to Mr. Marshall's dilemma on Council membership, I pointed out that the R&D Council is, in fact, subordinate to IRAC, and in this context should look to IRAC for issue or resource-problem definition. Because improvements in intelligence analytic capabilities is one of the main thrusts of the President's November 1971 memorandum, I stated I was hopeful that this problem area would be addressed early on. He agreed with me that the R&D Council provides a long-needed mechanism for addressing such community problems, but I sense that his experience with NSIC working groups causes him some reservations as to the effectiveness of any community committee.

Pursuing the issue, I proffered the suggestion that the DCI could take a step now that might direct individual program manager attention to this area by simply requesting that an R&D category be established within their programs that reflects resources allocated to intelligence analysis improvements. I cautioned that immediate improvements might not be realized, but, at least, the base for eventual structuring a responsive R&D program would be established. We both recognized that no such base now exists. I agreed to work on a draft memorandum to this effect for eventual DCI signature and coordinate the draft preparation with him. Both he, and later on, George Pickett, were receptive to this approach.

A copy of the Terms of Reference was left with Mr. Marshall for more detailed review and comment. George Pickett will forward a written appraisal in the next few days.

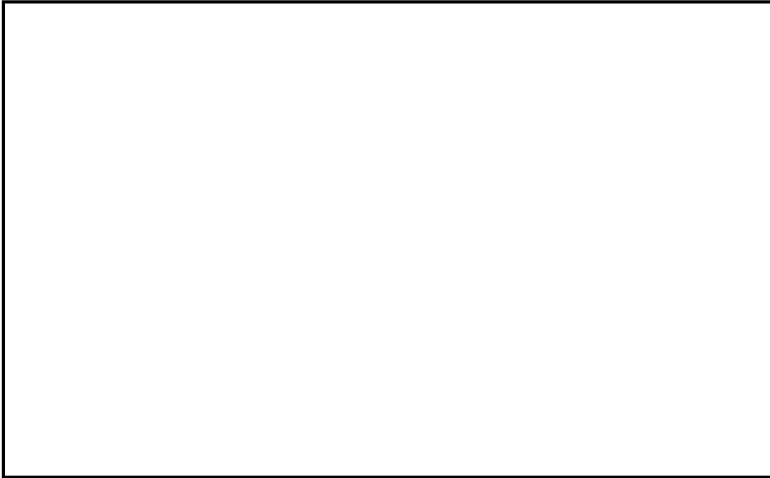
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Attachment as stated

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INTELLIGENCE RESOURCES ADVISORY COMMITTEE

Terms of Reference

The Intelligence Research and Development Council

A. Authority

Pursuant to the objectives and provisions of the Presidential Directive of 5 November 1971, there is established the Intelligence Research and Development Council as a permanent subcommittee of the Intelligence Resources Advisory Committee (IRAC), to advise, assist, and, as directed, address matters pertaining to the resources applied to intelligence-related R&D activities and to such other matters as may be referred to it by the Chairman, IRAC.

B. Mission

The Intelligence Research and Development Council will explore new directions and techniques in both the hard and soft sciences which hold promise for intelligence and which should receive program resource support and application. It will maintain a continuing knowledge of the allocation and uses of R&D resources related to intelligence, and will advise the Chairman, IRAC, on R&D strategy and technology that will

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best contribute to the attainment of national intelligence objectives.

C. Functions

The Intelligence Research and Development Council, at the direction of the Chairman, IRAC, will:

1. Review national intelligence R&D programs and advise IRAC regarding their effectiveness in satisfying intelligence goals and objectives.
2. Identify those technology areas and advise IRAC where user needs are unique and therefore intelligence programs must support development.
3. Develop a rationale and perspective for intelligence R&D and advise IRAC as to appropriate funding levels for R&D within the National Intelligence Program viewed in the context of present and emerging technology, what must be accomplished in the National Intelligence Program R&D, and what R&D must be encouraged by IRAC but accomplished in other programs.

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4. Develop user-oriented R&D goals and objectives and advise IRAC as to optimum use of resources to accomplish these goals and objectives.

5. Establish and maintain appropriate means of continuing inter-program communication of technical results, concepts, and plans in critical technologies.

D. Organization

1. The Intelligence Research and Development Council will consist of representatives of the Central Intelligence Agency, the Assistant Secretary of Defense for Intelligence, the National Security Agency, the Defense Intelligence Agency, the Director of Defense Research and Engineering, and the Director, Advanced Research Projects Agency. The DCI, in consultation with the Assistant Secretary of Defense for Intelligence, will appoint the Chairman. Working Groups will be formed at the discretion of the Chairman.

2. The Intelligence Research and Development Council will be supported by an Executive Secretary and staff provided by the Deputy to the Director of Central Intelligence for the Intelligence Community.

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E. Procedure

1. The Intelligence Research and Development Council will meet at least quarterly, or at more frequent intervals at the discretion of the Chairman.
2. An agenda and minutes of all proceedings will be distributed by the Secretariat to the membership.
3. Findings and recommendations of the Council will be referred to the Chairman, IRAC, for approval and necessary actions.

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